

Panel 3

On the ground experience: current cases of
actual and potential scale-up activities

CRS Agroenterprise Development

From “Boutique” to “Scaled” outcomes

Tom Shaw

Senior Technical Advisor Microfinance

USDA – National Institute of Food and Agriculture

Washington, DC

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CRS – Who We Are

- Official Relief & Development Agency for the U.S.C.C.B.
- Established in 1943
- Serves poor overseas in 94 countries
- \$900 million annual budget
- Sectors of activity:
 - Food Security, Agriculture/Agroenterprise, Microfinance
 - Health, HIV and AIDS, Orphans and Vulnerable Children
 - Emergency Response, Water and Sanitation, Peacebuilding
 - Education

The Scaling Up Challenge

- Contracting versus cooperative agreements
 - More scaled projects are done through contracts
- Perception that PVO's are boutique operators
 - Can only develop models in specific areas
 - Someone else is needed to take these ideas to scale
- Perception that PVO's are all the same
 - PVOs are a large diverse group
 - A few are rising to the surface = scaled operators
- For CRS our mission is to go to scale but wherever possible to do this through local institutions. The merits being:
 - Local buy-in/ownership
 - Long-term sustainability
 - Must truly reflect the concerns of the local communities

Examples of Scale Up

Location	Sector	Project	Focus	Scale investment	Scale delivery	Sustainability
Nicaragua	AG	ACORDAR	Scaling up of horticulture growers linked to Wal-Mart	\$35 M	5,400 farmers, 23,000 jobs	Private sector market processes
East Africa Region 6 countries	AG	GLCI	Supplies of disease resistant planting materials	\$21 M	1.15 million farmers	Publically funded
Ethiopia	AG	New Biz Models	Chain wide trading relations that link informal producers with formal buyers	\$0.7M	10,000 farmers	Publically facilitated, privately managed
Africa 27 countries	MF	Integrated within multi-sectors and programs	Establishing self managed savings and loans groups		470,000 SILC members	Public establishment, local maintenance
Africa 4 countries	AG	Emergency Rice Initiative	Provision of vouchers for fertilizer and improved seed	\$5M	57,000 farmers	Agro-dealers

Putting in Place Systems to Enable Scaling

- Application of the Progress out of Poverty Index (PPI) assessment tool to target services to specific client segments
- Commitment to building partner capacity through long-term training support and a distance learning approach that takes training to scale in remote areas.
- Work closely with local Government partners
- Working with and through farmer groups
- Develop a robust ICT data system to capture and share field data for better transparency, accountability, and traceability of services and improved outcomes.
- Develop a database that offers data at an open source site for public use and analysis.

Theory of Change Related to Scaling-up

Scaling up methods:

- Must be considered within a long-term framework
- Requires a balance of both quality and quantity
- Must be client focused
- Require a clarity of purpose across like minded agencies
- Require an understanding that growth is not just a bottom line
- Requires partnership with private sector entities

Shared Expectations

- Long-term support to locally crafted plans
- Support for scale up in number
- Support to share scalable models
- Willingness to influence government policy and investment decisions
- Systematic collection of data made accessible to all
- Rigorous data analysis to improve interventions as they occur and not post project